

International Center for Leadership in Education

Promising to Proven: Lessons Learned



ARIZONA

Ray McNulty

Themes

- Leadership and Leadership Leverage Points
- Ten Symptoms of Schools in Decline
- Transition Periods
- Components of Excellence
- Closing Thoughts



Leadership and Leadership Density



“Well. I would have exhibited more leadership if someone would have told me.”



"Well, I would have exhibited more leadership qualities if someone would have told me to."

**“Leadership is action,
not position.”**

- Donald H. McGannon





So what happens
when the leader
doesn't lead?



Leadership Leverage Points

- **Coherent Vision**
 - **Goal Focus**
 - **Decisions Based on Reliable Data**
- **Instructional Leadership**
 - **Curriculum and Instruction**
 - **Professional Development**
 - **Fidelity of Implementation**
- **Empowerment**
 - **Trust**
 - **Communication**
 - **Relationships**

Coherent Vision:

FOCUS – FOCUS - FOCUS



Instructional Leadership:

*It's about teaching,
stupid...*

Mike Schmoker, Results Now



Instructional Leadership:

Two ways to improve a school:

1. Get better teachers

2. Improve the ones you have

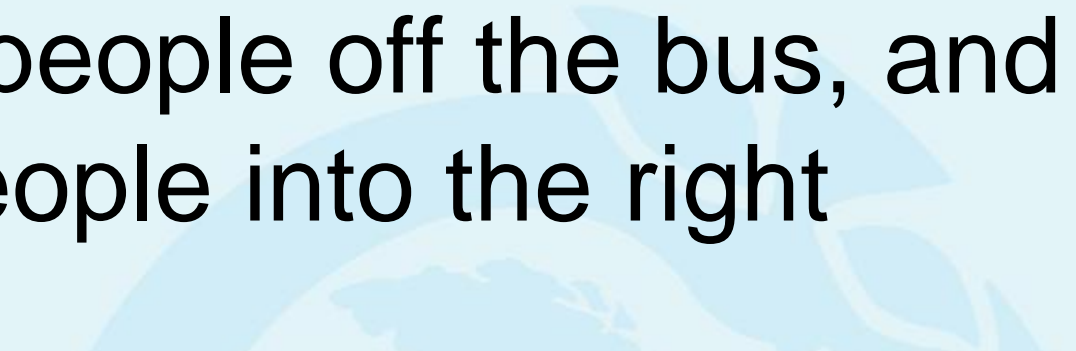
What Great Principals Do Differently by Todd Whitaker

Empowerment:

Building a Leadership Team

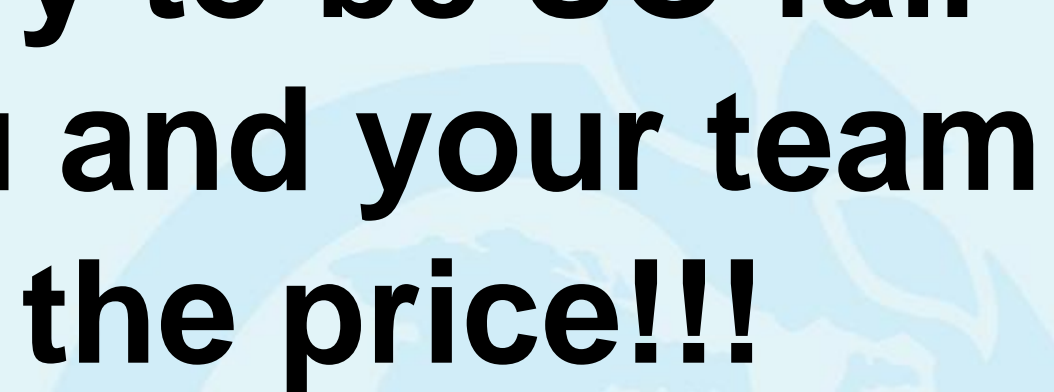
Good to Great: How do I ...

“...get the right people on the bus,
the wrong people off the bus, and
the right people into the right
seats?”



“LESSONS LEARNED THE HARD WAY”

**Don't try to be SO fair
that you and your team
pay the price!!!**

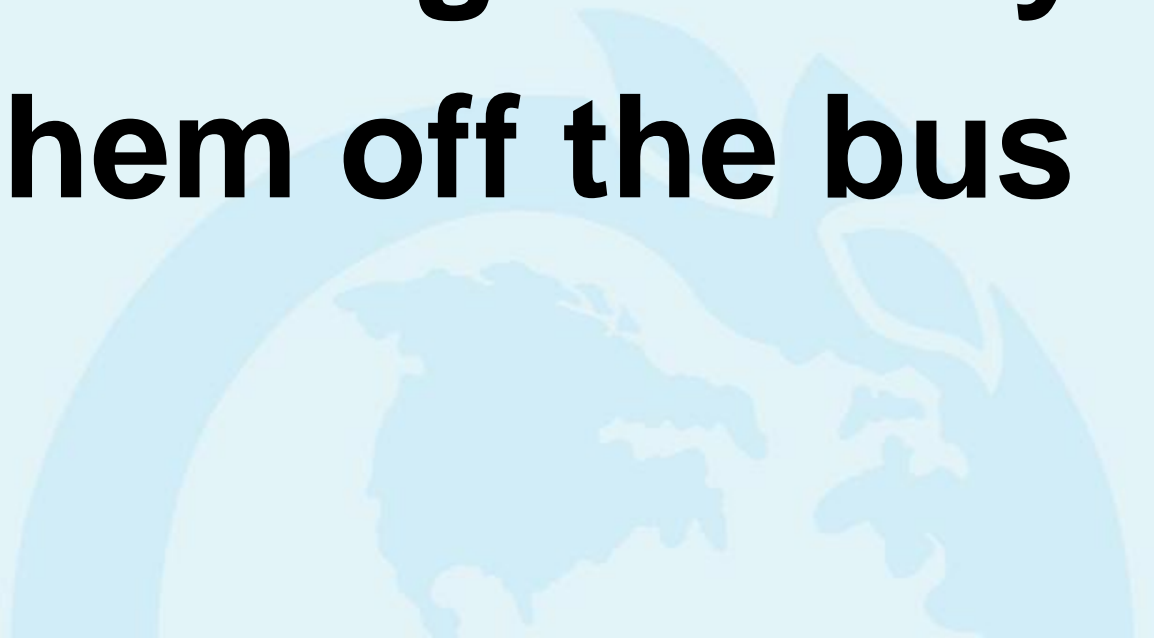
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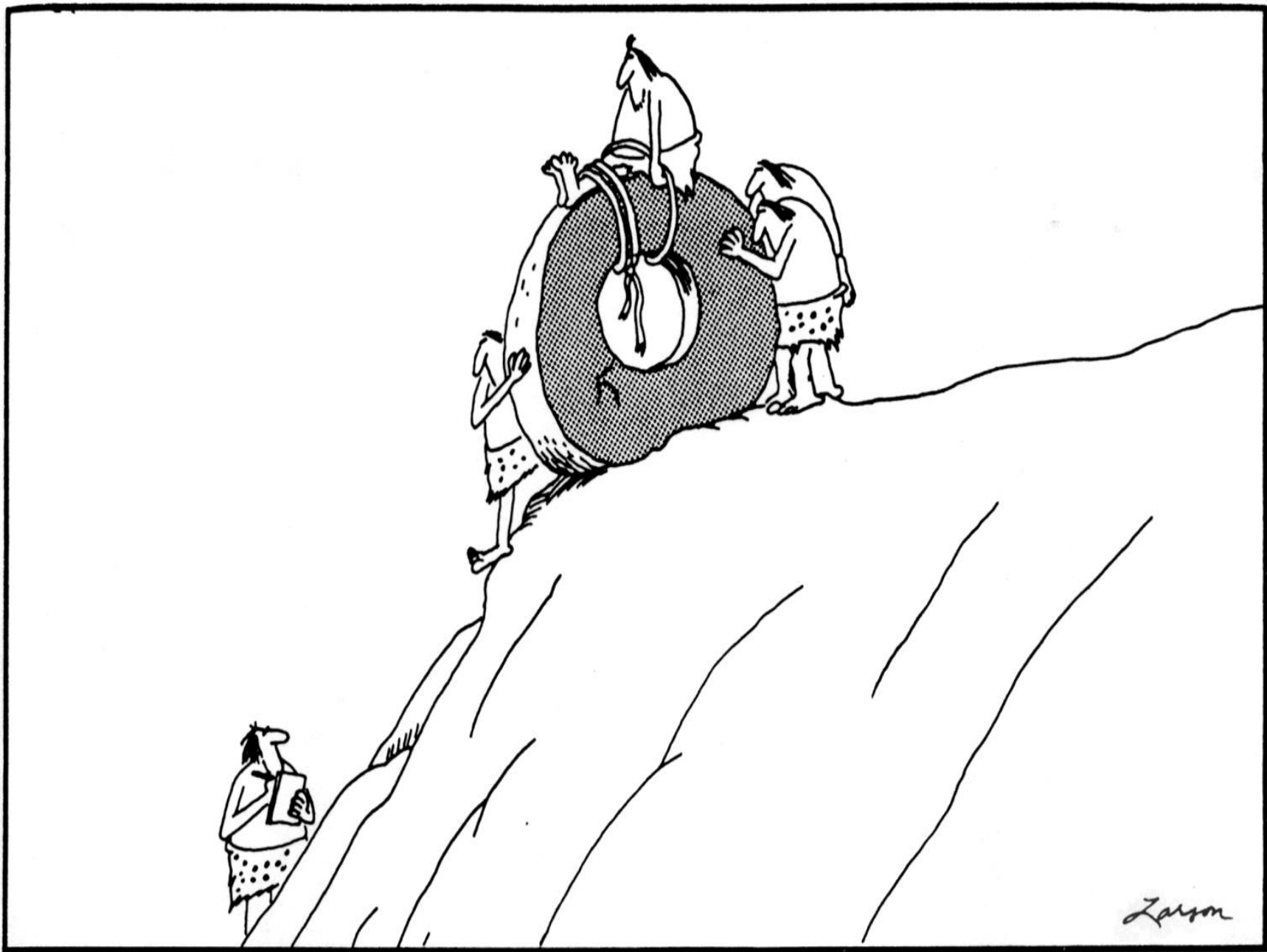
Empowerment:

Building a Leadership Team

“Getting the wrong people off the bus”

- **Let them exit gracefully**
- **Throw them off the bus**





Early experiments in transportation

Ten Symptoms of a School in Decline

Daniel Duke, University of VA



Ten Symptoms of a School in Decline

Symptom #1:

Lack of leadership – The principal is not providing focus and direction around addressing key priorities.

Ten Symptoms of a School in Decline

Symptom #2:

More rules and harsher punishments –

Schools in decline often experience more student behavior problems, sending them into a downward spiral of increasingly harsh disciplinary measures and loss of instructional time and trusting relationships.

Teens Use of Cell Phones in Class

June 18, 2009

- Store information to look at during test – 26%
- Texts friends answers – 25%
- Search Webs for answers – 20%
- Take photo of test to send friends – 17%

Source: USAToday/Common Sense Media

Teens Text Messages

June 18, 2009

- 440 per week
- 110 per week in class

Source: USAToday/Common Sense Media



Ten Symptoms of a School in Decline

Symptom #3:

Lost Focus – The School lacks clear academic priorities. If everything seems to be a priority time nothing is a priority. This leads to wasted resources.

Daniel Duke, University of VA

Ten Symptoms of a School in Decline

Symptom #4:

Poor Alignment – Classroom instruction is not lined up with state standards and tests, and students are blindsided.

Ten Symptoms of a School in Decline

Symptom #5:

Lost Focus of progress at the student, classroom and site level.

Daniel Duke, University of VA



Ten Symptoms of a School in Decline

Symptom #6:

Ineffective staff development – Schools that begin to decline are frequently the recipients of one-shot inservice programs and staff development.

Daniel Duke, University of VA

Ten Symptoms of a School in Decline

Symptom #7:

Lower staff expectations – Teachers increasingly give up on struggling students and don't hold themselves to high standards of professional practice.

Daniel Duke, University of VA

Ten Symptoms of a School in Decline

Symptom #8:

Undifferentiated assistance – Non-I.E.P. students who are having difficulty are assigned to generic supplementary programs with a lot of repetition and extended practice.

Ten Symptoms of a School in Decline

Symptom #9:

Rigid daily schedule – The inflexibility of the daily schedule prevents students from getting timely and targeted help.

Daniel Duke, University of VA

Ten Symptoms of a School in Decline

Symptom #10:

Hasty hiring – It is tempting for principals in declining schools to approach the hiring process fatalistically.

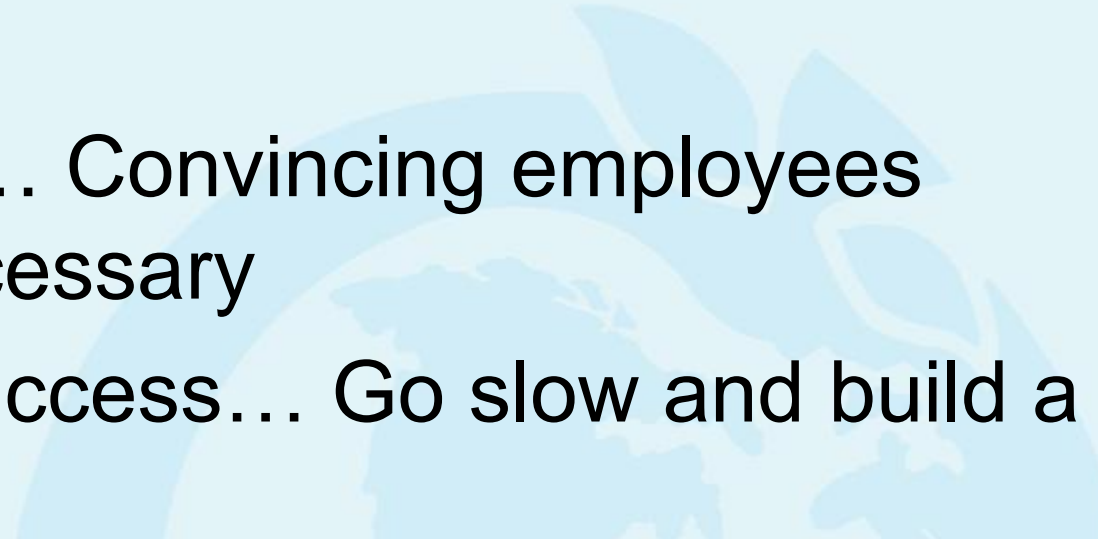
Daniel Duke, University of VA

TRANSITION PERIODS

- Very important and crucial to the system
- Leadership approaches need to vary
- What are your leadership “reflexes”?



Match Leadership to the Situation

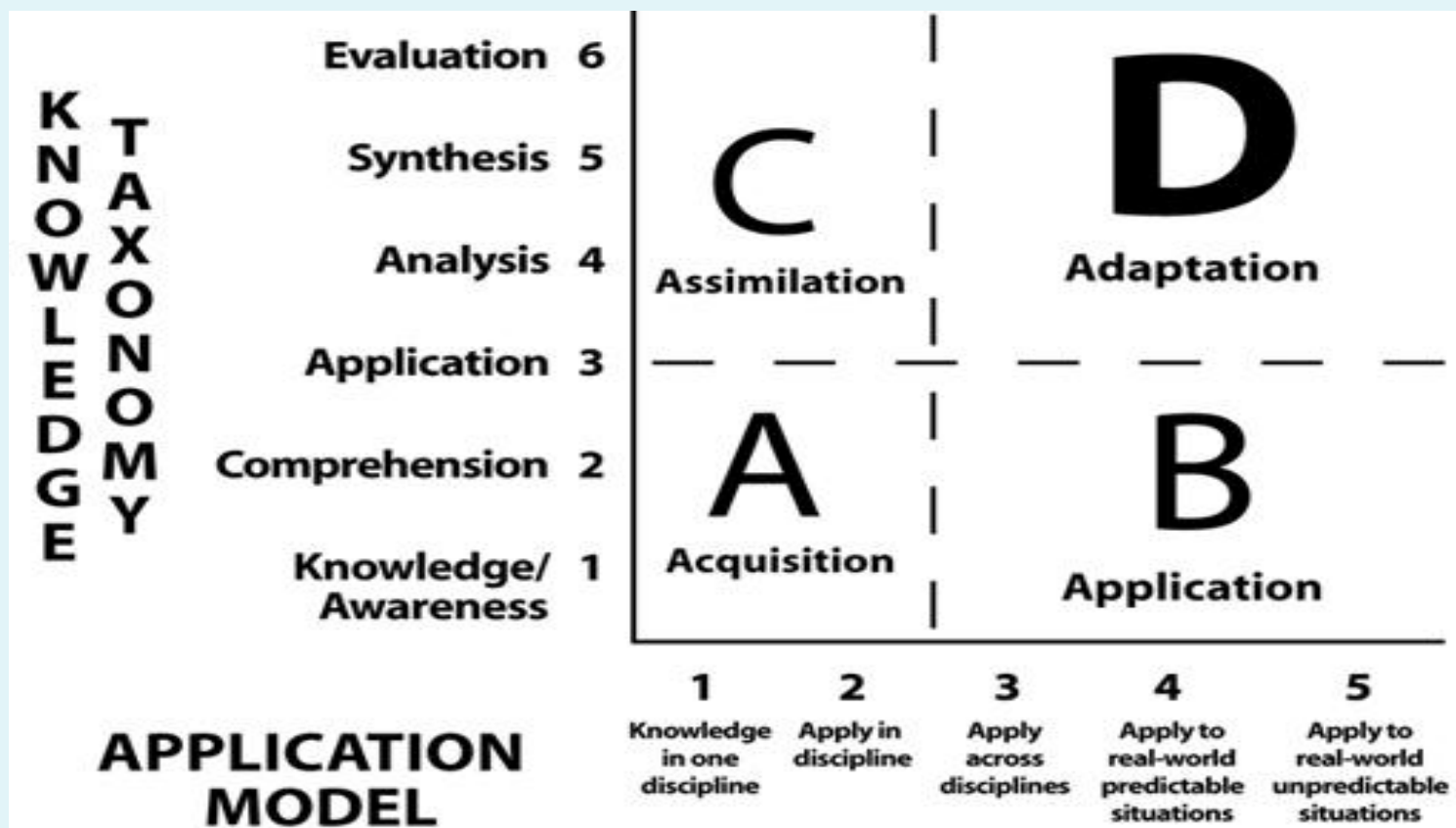
- Start Up... Build the system
 - Turnaround... Everyone knows... Give them technical skills
 - Accelerated growth... Need structures and systems
 - Realignment... Convincing employees change is necessary
 - Sustaining Success... Go slow and build a strong team
- 

Components of Excellence



Components of School Excellence

Embrace Common Vision and Goals



ALL STUDENTS

- Relationships
- Relevance
- Rigor



Components of School Excellence

Embrace Common Vision and Goals



Inform Decisions Through Data Systems





Teach - Learn

Teacher – Student Comparisons

T – Students can apply what I am teaching to their everyday lives.	93%
S – I can apply what I learn to my everyday life.	57%

Teacher – Student Comparisons

T – I make learning exciting for my students.	88%
S – My teachers make learning fun.	42%

Teacher – Student Comparisons

T – I am aware of my students' interests outside of school.	85%
S – My teachers know my interests outside of school.	28%

Components of School Excellence

Embrace Common Vision and Goals



Inform Decisions Through Data Systems



Empower Leadership Teams to Take Action
and Innovate

Leadership

Releasing energy rather
than consuming it.



Components of School Excellence

Embrace Common Vision and Goals



Inform Decisions Through Data Systems



Empower Leadership Teams to Take Action
and Innovate



Clarify Student Learning Expectations

The 'Must Have' Skills

It is an emphasis on what students can do with knowledge, rather than what units of knowledge they have, that best describes the essence of 21st century skills.



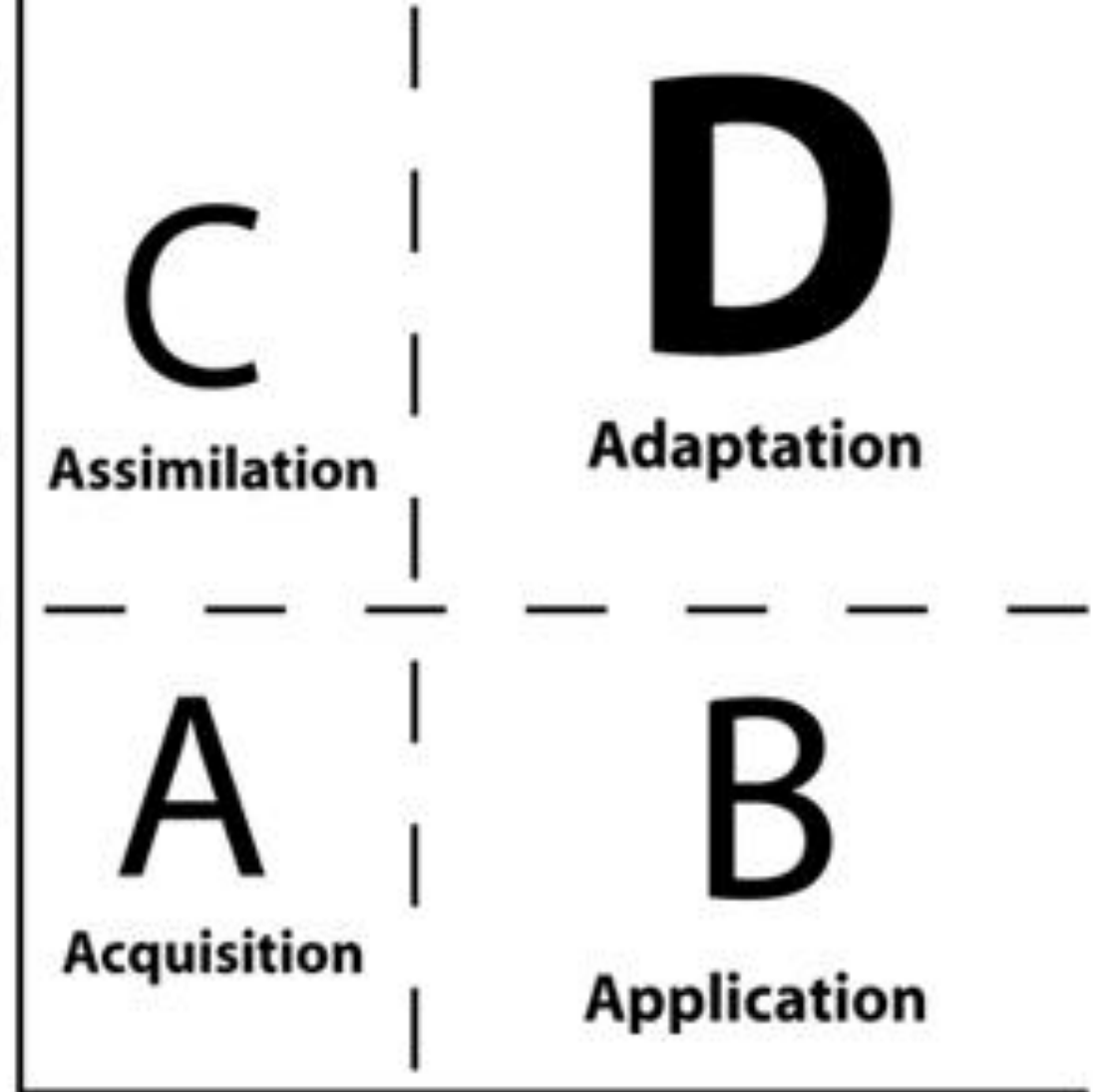
Components of School Excellence

Adopt Effective Instructional Practices



KNOWLEDGE TAXONOMY

- Evaluation 6
- Synthesis 5
- Analysis 4
- Application 3
- Comprehension 2
- Knowledge/Awareness 1



APPLICATION MODEL

- 1 Knowledge in one discipline
- 2 Apply in discipline
- 3 Apply across disciplines
- 4 Apply to real-world predictable situations
- 5 Apply to real-world unpredictable situations

Components of School Excellence

Adopt Effective Instructional Practices



Address Organizational Structures



Components of School Excellence

Adopt Effective Instructional Practices



Address Organizational Structures



Monitor Progress / Improve Support Systems



Components of School Excellence

Adopt Effective Instructional Practices



Address Organizational Structures



Monitor Progress / Improve Support Systems



Refine Process on an Ongoing Basis

CLOSING





TIGHT - LOOSE STRUCTURE





Coherence






Do not underestimate the
importance of MISSION AND
VALUES!!!

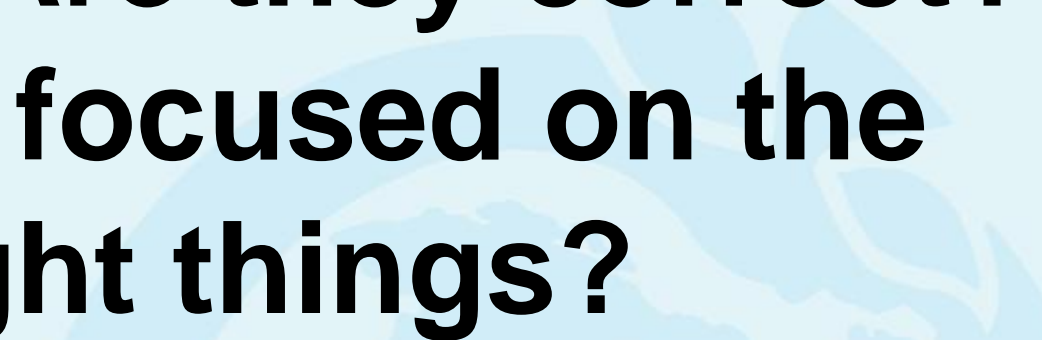
They help bring COHERENCE to
the work.

KEY QUESTIONS TO GUIDE SCHOOL IMPROVEMENT



- **What is the problem we are trying to solve, or the obstacle we are trying to overcome, and what does it have to do with improving teaching and learning?**
- 

**Whenever something
doesn't work, revisit the
mission and values of the
system. Are they correct?
Are we focused on the
right things?**

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- **What's our “theory of action” – our strategy for solving this problem and the reason it will bring about the desired outcome?**



WHY I DO THIS WORK



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